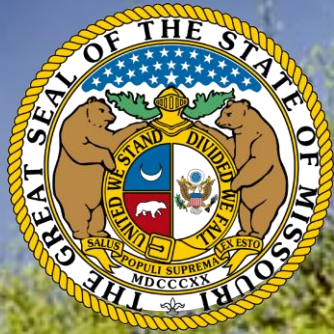


STATE OF MISSOURI  
OFFICE OF  
ADMINISTRATION



DIVISION OF  
PERSONNEL

FISCAL YEAR

2011  
ANNUAL  
REPORT

Strengthening Our  
Values and  
Customer  
Commitment  
with a

**New Mission  
and Vision**

Learn more on page 7

Bill Miller, Director



# FY2011 Annual Report

**Bill Miller, Director**

**Guy Krause, Deputy Director**  
Manager, Pay, Leave and Reporting

**Allan Forbis, Manager**  
Center for Management and Professional Development

**Doug Smentkowski, Manager**  
Employee Services

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**Bill Miller**  
Director

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Dear Colleagues,

The Division has undergone significant changes this past year. First and foremost, we participated in a new mission, vision and values process that I believe helps every staff member understand their role as a team member and the importance of providing excellent customer service in each aspect of their job.

We also engaged many Division employees and members of other state agencies in process improvement meetings to update, overhaul and revitalize some of our existing HR tools that include the state's electronic application system (EASe) and the state's appraisal process (PERforM). We also expanded our training function to reach city and county government employees as well as the private sector.

There is still work to do in these areas and other processes to examine – but the work will continue to maintain a strong workforce with fresh ideas, quality services and winning achievements.

While this report presents information about some of the Division's accomplishments, it also provides a "snapshot" of workforce demographics, pay data, professional development, various statistics and more. Our intent is to provide useful fact-based data from both a statewide and agency perspective, for informational purposes as well as future human resource planning and decision making.

It is our hope that this report will enable agencies, legislators and constituents to make proactive decisions that are in the best interest of our continued commitment to excellence in all aspects of service delivery in state government.

I would like to thank each Division of Personnel staff member for their hard work while doing even more with fewer resources. As we move forward, we welcome your observations about how well we have accomplished our work and how we can serve you in the future.

Sincerely,

A handwritten signature in black ink that reads "Bill Miller".

Bill Miller,  
Director



# MISSOURI STATE GOVERNMENT

Missouri  
Citizens

## The Legislative Branch

The **Senate** has 34 members, elected for four-year terms.

The **House of Representatives** has 163 members, elected during each general election for a two-year term.

## The Executive Branch

**Governor**  
**Lieutenant Governor**  
**Secretary of State**  
**State Auditor**  
**State Treasurer**  
**Attorney General**  
*And...*

**16 Executive Branch Agencies**

## The Judicial Branch

The **Supreme Court**, the state's highest court holds statewide jurisdiction;

The **Court of Appeals**, districts established by the General Assembly; and

**Circuit Courts** have original jurisdiction over all cases and matters, civil and criminal.

Employees in Executive Branch agencies equal approximately 90% of the total number of state workers.

The Division of Personnel within the Office of Administration provides consultation and expertise in personnel management to all Executive Branch agencies.

Missouri Revised Statutes  
Chapter 36 State Personnel Law (36.030) Merit and (36.031) Uniform  
Classification and Pay Plan (UCP)

To further define the structure of Executive Branch agencies and the scope of the Division of Personnel's work, the State Personnel Law identifies the state agencies that are in the Merit System.

The Missouri Merit System is based on the principles of merit and fitness derived from competitive examinations for employment and advancement, objective and consistent human resource management policies and procedures and the ability of employees to appeal disciplinary actions. Chapter 36 (36.030) provides that the Division of Personnel will be charged with the implementation and administration of Merit System practices.

Approximately 39,000 state employees in six Executive Branch agencies and selected sections of three other agencies comprise the Merit System administered by the Division of Personnel.

### Totally Merit & Uniform Classification and Pay (UCP)\*

Office of Administration  
Department of Corrections  
Department of Health & Senior Services  
Department of Mental Health  
Department of Natural Resources  
Department of Social Services

### Partially Merit & UCP

Department of Economic Development  
Department of Labor and Industrial  
Relations  
Department of Public Safety

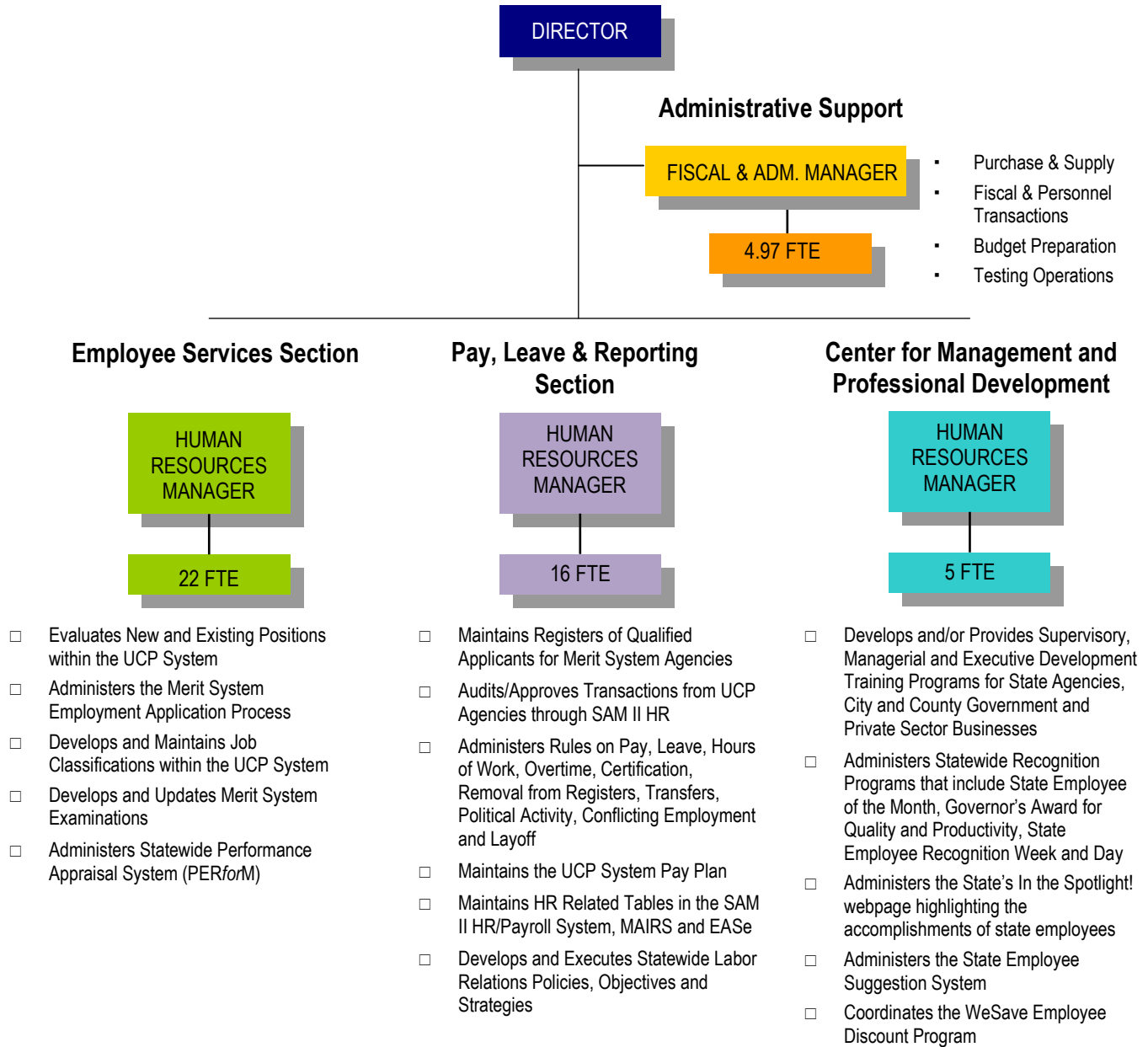
### Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)  
Department of Conservation  
Department of Elementary and Secondary Education (to be partially UCP)  
Department of Higher Education (UCP)  
Department of Insurance (UCP)  
Department of Revenue (UCP)  
Department of Transportation

\*UCP agencies are further defined on page 25

# Division of Personnel

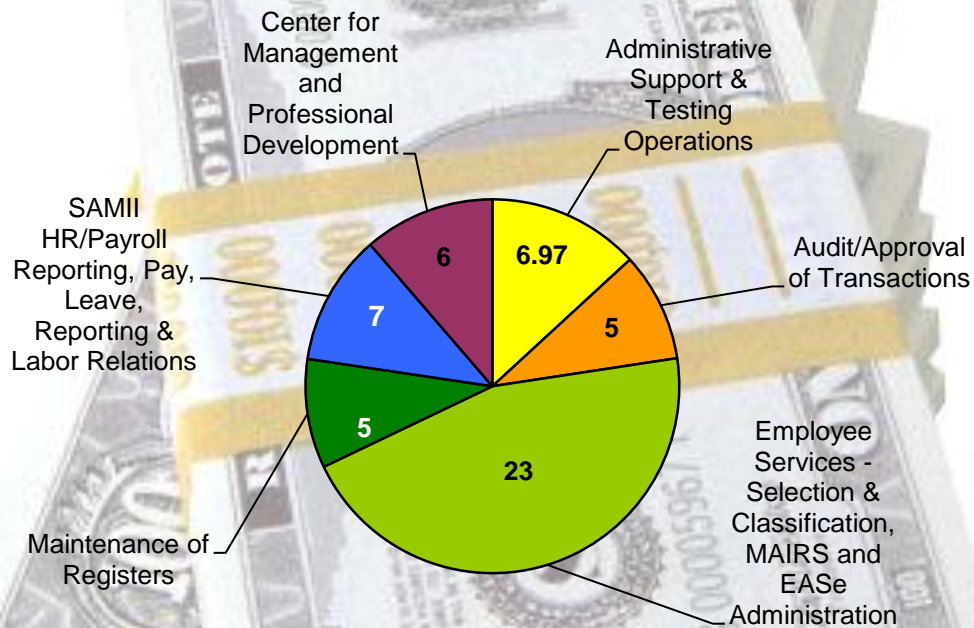
## Functional Organization Chart



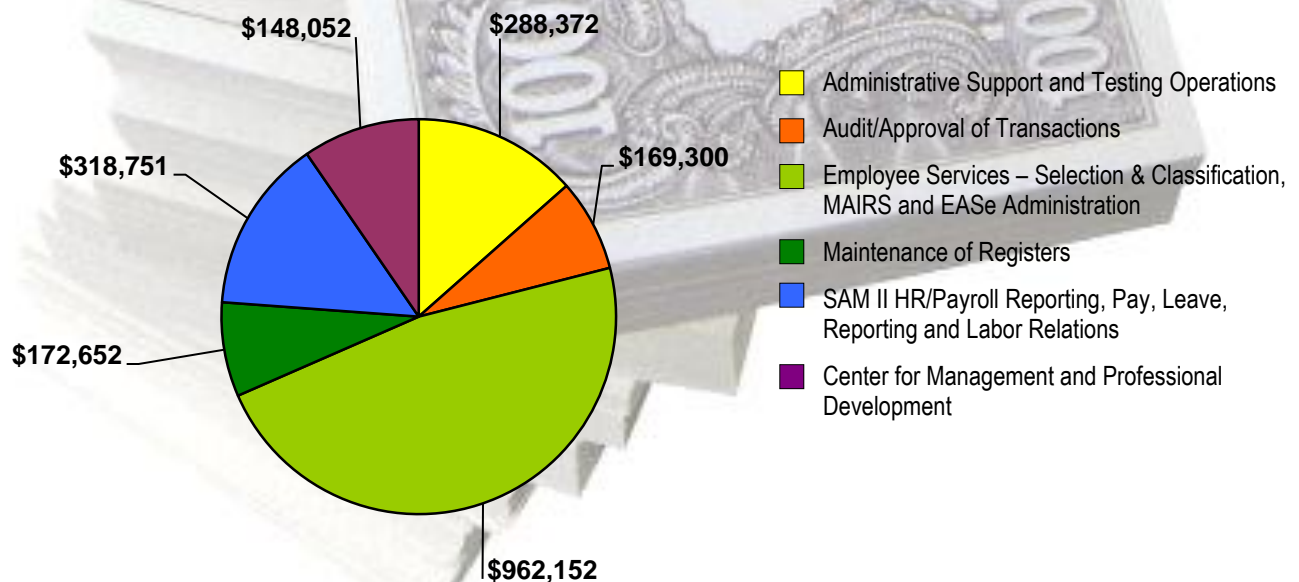
# Distribution of Resources

The Division of Personnel believes in the value and effectiveness of the programs and services each of our sections provides in relation to the monetary cost of delivering the product or service.

## FTE by Function



## General Revenue Budget by Function





# Involved. Innovative. Interconnected. A NEW Mission and Vision

To reflect the customers we serve and the importance of building positive relations that lead to innovation and future-oriented thinking, a special team comprised of Division of Personnel employees championed a new **MISSION** and **VISION** process during FY11. The use of two key words: **STEWARDSHIP** and **LEADERSHIP** serve as the foundation and basis for staff interactions and completion of work goals and assignments.



In conjunction with the Division's new mission and vision statements, a **NEW LOGO** for the Division that reflects the importance of a strong vision for the future was also created.

The new logo is prominently featured on mission and vision posters (as shown on this page) and other information for staff and customers.

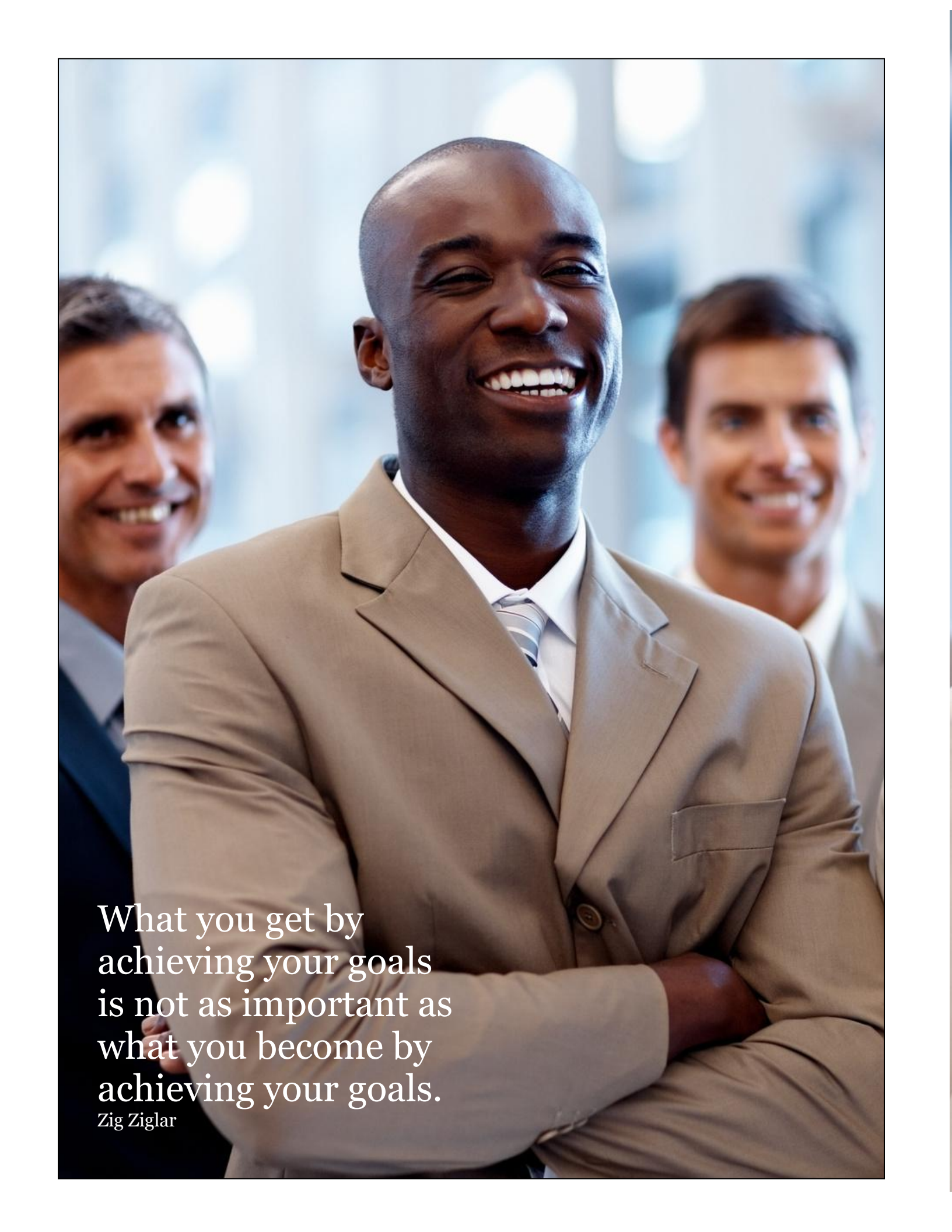


# Defining Our Values

As part of our Vision process, it was equally important to define our VALUES. We accomplished this by focusing on what each employee is accountable for – outstanding service. Using each letter of the word S.E.R.V.I.C.E., our Values were identified. Visual reminders of our Values, like the ones below, are proudly displayed for employees and the customers we serve to see.





A photograph of three men in business suits. The man in the center is a Black man with a wide, joyful smile, looking slightly upwards and to the right. He is wearing a light beige suit jacket over a white shirt and a striped tie. To his left, a white man is partially visible, also smiling. To his right, another white man is visible, smiling and looking towards the camera. The background is a blurred office or modern building interior with large windows and soft lighting.

What you get by  
achieving your goals  
is not as important as  
what you become by  
achieving your goals.

Zig Ziglar

# Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated Division of Personnel staff in FY11.

- ☐ Division of Personnel staff worked closely with staff from Office of Administration's Information Technology Services Division and Division of Accounting to design, build and implement the first online Missouri State Employees Self Service Portal to benefit state employees and former employees
- ☐ Converted the register life for a significant number of Merit System registers to twelve months. This effort improved the viability and recency of these registers allowing Merit System agencies to focus their efforts on applicants that were more likely to hold current interest in position openings.
- ☐ Processed 48,664 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time
- ☐ Issued 5,317 Certificates of Eligibles (excludes trial certificates) providing 215,445 names of applicants to agencies on a timely basis
- ☐ Provided technical support and analysis to assist the Personnel Advisory Board in finalizing their FY2012 Pay Plan Recommendation and began work on the FY2013 Pay Plan Recommendation that was finalized in FY12
- ☐ Maintained all labor agreements to ensure the state can effectively manage its operations and workforce while upholding the legal rights of employees and the labor organizations who represent them. This included conducting labor contract negotiations for the following bargaining units: AFSCME/Direct Care and AFSCME Craft & Maintenance bargaining units; CWA Department of Social Services (DSS) bargaining unit and Department of Health and Senior Services (DHSS) Division of Senior and Disability Services and Division of Regulation and Licensure, Sections for Long-Term Care and Child Care Regulation bargaining unit; SEIU Probation and Parole Assistants bargaining unit; SEIU Probation and Parole Officers bargaining unit; SEIU Patient Care Professionals bargaining unit; and MOCOIA Corrections Officers bargaining unit.
- ☐ Maintained electronic and paper merit application processes allowing 36,971 job applicants to apply for 136,481 job classifications
- ☐ Processed 15,781 additions to merit registers via written, or written and E&E (education and experience) merit exams
- ☐ Added 76,424 names to merit registers via exams with a 100% E&E component
- ☐ Offered 123 professional development workshops and webinars attended by 1,414 participants
- ☐ Published quarterly "Solutions" e-magazines disseminating practical information to help managers develop the best in themselves and in those who work with them
- ☐ Collected and processed 160 suggestions through the *Missouri Relies on Everyone* (MoRE), state employee suggestion program
- ☐ Coordinated and administered State Employee of the Month ceremonies for each winning state employee; State Employee Recognition Week activities, including a ceremony at the State Capitol recognizing employee contributions; and the Governor's Award for Quality and Productivity recognizing the accomplishments of state employee work teams



To help State of Missouri employees stretch their household income, the Office of Administration entered into an agreement with the WeSave Employee Discount Program in May 2010.

Now in its second year, the program is based around the WeSave website where state employees access a customized home page to help them find the discounts they want. State employees who elect to participate in the program at **no cost to the state or the employee** have opportunities to save money (typically up to 40% off retail value) on direct-buy goods and services they purchase.

### WeSave provides state employees:

- **Local Merchant Coupons**  
Employees can print coupons to redeem savings at local businesses that include area restaurants, auto service centers and more.
- **Online Merchant Offers**  
Employees can save money with WeSave's special online merchant offers that include cellular phone/service discounts, extended warranty programs, event tickets, gift delivery services and more.
- **Travel Discounts**  
Employees who are planning a weekend getaway or family vacation can save on hotels, cruises, resorts and more.
- **Direct Buy Products**  
Employees who are in the market for a new television, computer, camera, etc. can browse WeSave's direct buy products for savings up to 40% off retail value.

## WeSave Statistics

Total Employee Registrations  
**22,652**

Total Number of Missouri Purchases through the Online Mall  
**731**

Total Amount of Missouri Purchases through the Online Mall  
**\$76,468.50**

Total Contribution to the Missouri Charitable Campaign  
**\$775.55** (as of 6/11)

Total Number of Missouri Merchants Participating in WeSave  
**75+**

**WeSave increases the ability of state employees to save money on items family members need or want. These savings can translate into more investment dollars for savings accounts, education or retirement funds.**

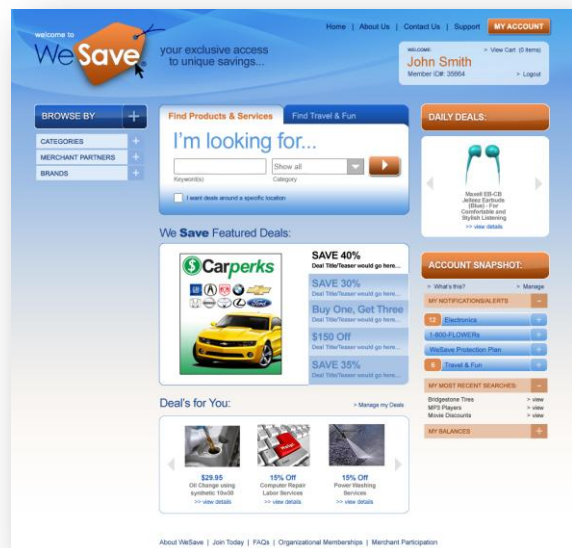
### Benefits to the State

A visible demonstration of interest in the financial well being of state employees and a means to thank state employees for their dedication to public service.

### Charitable Giving

Employees save money while **GIVING BACK!** WeSave donates 2% of every purchase made back to the Missouri State Employees Charitable Campaign. Donations from WeSave to the Charitable Campaign and a flowchart describing the donation process—along with much more information—is available on the state's WeSave website.

Missouri employees can register to join WeSave at **www.wesave.com**. Once enrolled, employees can use their personalized homepage (below) to search for items they are interested in purchasing, learn about special discounts and discover WeSave's *Daily Deal*.





# In the Spotlight!

Missouri State Employees Building a Brighter Tomorrow



Missouri has a broad base of dedicated state employees who provide a multitude of important services to Missouri citizens—both in the workplace and in their communities.

In FY11, the Division of Personnel established a new website entitled **In the Spotlight!** to let Missouri leaders and citizens know about state employee accomplishments at work and in local Missouri communities. State executives, legislators and Missouri citizens can use this site to learn about the outstanding state employees who work hard conducting the state's business efficiently and effectively for Missouri taxpayers every day.

**In the Spotlight!** provides a fun and dynamic way to acknowledge and recognize the diverse accomplishments of state employees. The website is managed by the Division's Center for Management and Professional Development (Center) and provides:

- ☐ An online form to allow state employees to submit noteworthy accomplishments.
- ☐ Video "pods" to showcase employees who want to be "seen and heard" talking about their work/life accomplishments or the accomplishments of others.
- ☐ An email link to send a picture of an employee or group of employees doing great work for their agency or community to post on the site.
- ☐ Opportunities for state leaders (supervisor, managers, executives) to be part of the site by providing brief video segments answering the questions: "What makes great work?" and "What defines a great employee?"

On a quarterly basis, the Center will promote the website and accomplishments of state employees to state leaders and others through **In the Spotlight!** announcements.

We hope that state employees will value and benefit from **In the Spotlight!** We also hope that each agency will encourage their employees to submit appropriate accomplishments to the site and support opportunities to participate through video segments too. The Center is available to film employees who want to "tell their story" when possible.

"Many of today's thought leaders agree that when the great work or accomplishment of someone is recognized or shared with others, that person can feel a sense of pride and receive a boost in their self-esteem. They are more confident and more productive. And from an organizational and service perspective—that's just good for business."

Kelvin Simmons  
Commissioner, Office of Administration



# PERforM

## Productivity, Excellence and Results for Missouri (PERforM) Employee Performance Planning and Appraisal System

Creating performance objectives for employees and appraising employees uniformly across state government can be challenging. Left unresolved, determining proper formats, what critical work areas to include on planning documents and being able to easily retrieve and update employee performance data can interfere with critical supervisor/employee communication.

The Productivity, Excellence and Results for Missouri (PERforM) employee performance planning and appraisal system championed by the Division of Personnel (DOP) provides raters (supervisors) and reviewers (second-level supervisors) the ability to easily complete the appraisal process on-line.

**PERforM creates a standardized “across-the-board” approach for evaluating the performance of state employees, enabling consistent reporting and a shared understanding of the appraisal process – not just for supervisors (raters) but just as importantly for state employees who need to clearly understand what they must achieve. It establishes a process for accountability in the execution of tasks that entails goal setting, planning, and ongoing feedback.**

Using standardized performance components and the electronic storage of ratings – agency leaders can easily identify employees who are performing at established levels of successful performance and above, and implement strategies to assist employees who need help in one or more components of their job.

To assist state agencies in their implementation of PERforM, the DOP continues to present training programs on PERforM to new supervisors and managers. These programs focus on system navigation, as well as the “human element” of the appraisal cycle – the one-on-one process of establishing performance objectives, observing and providing feedback, and objectively determining and communicating performance ratings.

The DOP provides additional information and training resources for PERforM on the PERforM website at [www.perform.mo.gov](http://www.perform.mo.gov). The website contains a **Contact Us** link which allows users/agency representatives to ask DOP staff questions about the system, and seek clarification on PERforM Guidelines.

During FY11, the DOP convened a review team comprised of agency users, DOP staff and IT professionals to re-evaluate PERforM, and identify enhancements to further improve the functionality and usage of the system for all PERforM users.

### PERforM Components

All state employees, regardless of job classification, are rated on 5 specific job components.

1. Knowledge of Work
2. Quality of Work
3. Situational Responsiveness
4. Initiative
5. Dependability

### Supervisors/Managers:

In addition to the 5 components listed above, individuals designated as supervisors by their agency that have performance appraisal responsibility for one or more employees are evaluated on 3 additional components:

1. Performance Planning and Documentation
2. Leadership
3. Management Skills

### FY11 PERforM Statistics

Raters and Reviewers (Combined)  
6,535

Probationary Appraisals  
1,785

Special Appraisals  
1,380

Annual Appraisals  
31,815

*\*Breakdown of Employee Annual Appraisal Ratings per Performance Category:*

Needs Improvement – 261 (0.8%)  
Successful – 21,917 (69.0%)  
Outstanding – 7,050 (22.0%)  
Exceptional – 496 (1.6%)  
Exempt – 2,091 (6.6%)

\*Employee number and percentages based on 31,815 completed Annual Appraisals



# The State of Missouri's Application Process

During FY10, using the State of Missouri's Electronic Application System (EASe), qualified applicants were added to merit registers immediately upon submitting their application and related information. State agencies were provided with applicants more quickly; and agency personnel staff were able to view applications at their computers and correspond with applicants using e-mail. While the Division of Personnel (DOP) continues to administer a small number of written merit exams, scheduling and exam results are sent to applicants electronically to significantly reduce the cost of postage.

# EASe

## How does EASe work?

Applying through EASe is very similar to applying with a paper application – but faster – with all of the required applicant information securely maintained. To use EASe, applicants must have an email address and access to a personal computer. To get started, the applicant provides information about their work history, education, licenses and certificates and veterans preference. Then the applicant selects the job class for which they are interested from postings on the DOP web site and answers a series of questions designed to determine their eligibility for the job class. If qualified, and depending on the job class applied for, the applicant is presented with more questions from which a rating score of their relevant education and work experience is determined.

When applying for a job class requiring only a rating of education and experience, EASe applicants are added to registers almost immediately upon completing the electronic application.

As with any system, as questions and comments are submitted, DOP staff respond to each one individually and continue to make system enhancements. In FY11, the DOP established an EASe review team comprised of DOP staff and representatives from various agencies to examine the current application process – and make recommendations to further streamline and improve the system.

## General Application Data

FY11 Total Applicants	39,971
FY11 EASe Applicants	35,857
FY11 Total Applications for Job Classes	136,481
FY11 Job Classes Applied for Through EASe	131,924
FY11 Job Classes Applied for Using Paper Application	4,557
Applicants Registered Through EASe in FY10	15,124
Total Number of Applicants Registered Through EASe	192,748
Total Number of UCP Job Classes	702
Total Classes Converted to EASe in FY10	16
Total Number of Classes Converted to EASe	459 (65%)

97% of all applicants (35,857) applied for merit jobs through EASe

15,124 applicants registered with EASe in FY11 bringing the total number of registered users to 192,748

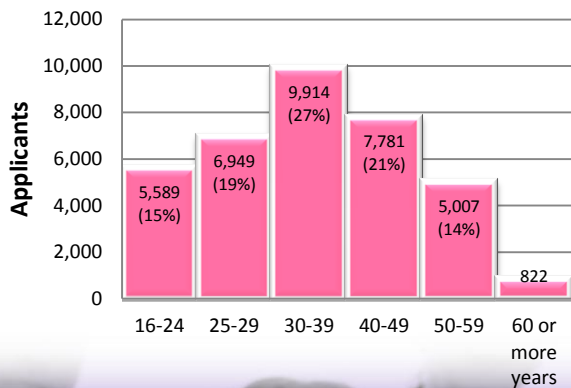
Many questions about EASe are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EASe, at [www.ease.mo.gov](http://www.ease.mo.gov).



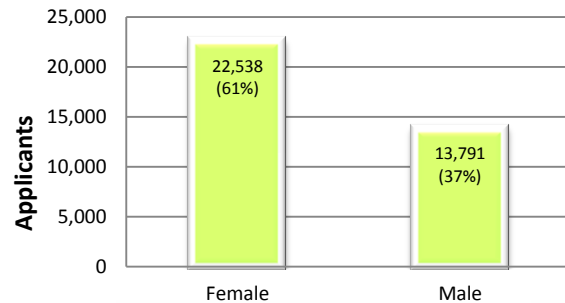
# Applicant Characteristic Survey Results

As part of the electronic or paper application process, applicants have the option of submitting voluntary demographic data that in no way affects their application. However, the results of the data help to provide a demographic snapshot of job applicants.

### Number of Applicants by Age Range

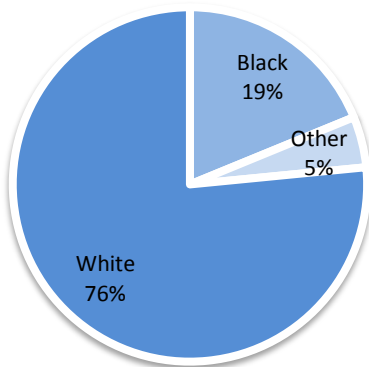


### Number of Applicants by Gender

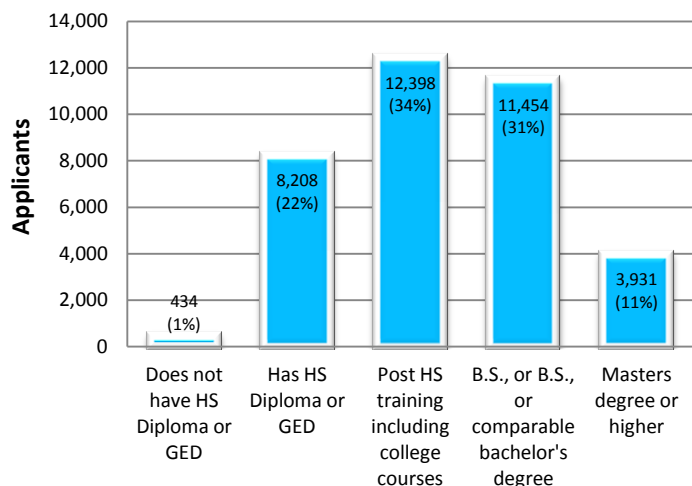


31% Possessed a Bachelor's degree    19% Black    76% White  
 46% Between the ages of 25 – 39    61% Female    35% Between the ages of 40 -59

### Ethnicity of Applicants



### Number of Applicants by Education Level



Data based on 36,971 FY11 applicants who submitted the optional survey:

Age Range – 36,062 (909 applicants did not indicate their age)  
 Gender – 36,329 (642 applicants did not indicate their gender)  
 Ethnicity – 36,146 (825 applicants did not indicate their ethnicity)  
 Education Level – 36,425 (546 applicants did not indicate their education level)

# Employee Data by County

Employees, Applicants, Registers and Appointments

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Adair	NA	183	148	90	380	187	3
Andrew	St. Joseph	286	19	129	457	271	12
Atchison	NA	50	26	12	34	15	1
Audrain	NA	625	743	329	1,091	514	44
Barry	NA	163	115	92	251	122	6
Barton	NA	178	41	27	63	45	2
Bates	Kansas City	113	84	41	198	101	4
Benton	NA	127	50	75	328	198	3
Bollinger	NA	101	33	45	142	73	6
Boone	Columbia	1,971	584	1,287	5,312	3,325	138
Buchanan	St. Joseph	1,124	1,605	1,024	3,375	1,724	122
Butler	NA	517	733	323	1,057	595	39
Caldwell	Kansas City	272	29	128	528	275	31
Callaway	Jefferson City	2,600	1,817	1,137	4,522	2,573	190
Camden	NA	268	171	245	1,068	651	23
Cape Girardeau	NA	692	731	464	1,952	1,112	35

## Legend:

**Reside:** Number of employees by county of residence as listed in the SAM II HR Payroll System.

**Work:** Number of employees with work locations assigned to this county as of June 30, 2011.

**Applicants:** Number of residents from this location who applied for at least one job classification between July 1, 2010 and June 30, 2011.

**Classes:** Number of total job classes for which applicants residing in each county applied. Applications are "active" for six months, during which time applicants can add classes to an application. This data includes those additions.

**Register Additions:** Number of residents who submitted an application between July 1, 2010 and June 30, 2011. Register types include Reinstatement, Open, Promotional, Reemployment and Transfer.

**Received Appointments:** Number of residents who received an appointment to a Merit System position between July 1, 2010 and June 30, 2011.

**Metropolitan Statistical Area (MSA):** Counties included in an MSA are part of an urbanized area typically consisting of at least 50,000 persons. Based on 2008 population estimates, 73% of Missouri residents live in MSAs. Missouri has seven (7) MSAs comprised of 33 counties:

**Columbia:** Boone, Howard

**Jefferson City:** Callaway, Cole, Moniteau, Osage

**Joplin:** Jasper, Newton

**Kansas City:** Bates, Caldwell, Cass, Clay, Clinton, Jackson, Lafayette, Platte, Ray

**Springfield:** Christian, Dallas, Greene, Polk, Webster

**St. Joseph:** Andrew, Buchanan, DeKalb

**St. Louis:** Franklin, Jefferson, Lincoln, St. Charles, St. Louis County, Warren, Washington, St. Louis City

County data continued on the following pages...

## Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Carroll	NA	155	31	89	353	187	14
Carter	NA	87	37	38	127	69	0
Cass	Kansas City	275	160	190	702	381	19
Cedar	NA	151	101	49	138	75	7
Chariton	NA	96	26	58	174	85	5
Christian	Springfield	410	132	325	1,121	654	33
Clark	NA	41	27	6	8	4	0
Clay	Kansas City	631	413	253	808	484	43
Clinton	Kansas City	381	1,256	318	985	524	34
Cole	Jefferson City	6,933	14,149	2,916	13,255	7,960	436
Cooper	NA	353	388	223	753	415	28
Crawford	NA	200	84	109	315	168	15
Dade	NA	49	22	24	56	38	2
Dallas	Springfield	115	51	52	149	88	6
Daviess	NA	231	26	149	406	231	23
DeKalb	St. Joseph	328	64	126	386	199	13
Dent	NA	180	63	141	492	280	15
Douglas	NA	100	47	75	296	174	13
Dunklin	NA	232	186	144	653	316	13
Franklin	St. Louis	565	269	575	1,845	896	69
Gasconade	NA	171	33	166	548	326	25
Gentry	NA	101	56	58	168	91	9
Greene	Springfield	1,299	1,771	1,107	4,061	2,454	129
Grundy	NA	137	56	84	467	137	7
Harrison	NA	140	39	60	175	106	9
Henry	NA	164	87	76	323	152	5
Hickory	NA	51	38	18	47	21	3
Holt	NA	76	29	26	132	63	3
Howard	Columbia	128	27	77	253	168	7
Howell	NA	367	430	165	638	326	6
Iron	NA	228	27	144	437	231	18
Jackson	Kansas City	2,530	3,351	2,639	9,242	5,133	235
Jasper	Joplin	528	474	362	1,286	739	27
Jefferson	St. Louis	898	448	813	2,889	1,586	82
Johnson	NA	427	376	255	1,062	622	25



## Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Knox	NA	31	20	9	67	32	0
Laclede	NA	193	144	147	595	319	11
Lafayette	Kansas City	608	611	187	634	379	29
Lawrence	NA	351	377	167	542	284	25
Lewis	NA	43	33	33	77	45	3
Lincoln	St. Louis	254	173	197	649	362	18
Linn	NA	248	62	135	492	266	9
Livingston	NA	417	525	243	941	555	22
McDonald	NA	49	41	140	384	230	15
Macon	NA	344	401	206	722	353	10
Madison	NA	288	33	124	464	255	17
Maries	NA	295	22	191	655	397	17
Marion	NA	355	346	31	94	55	0
Mercer	NA	24	23	17	47	28	3
Miller	NA	623	102	305	1,313	774	45
Mississippi	NA	214	482	122	391	185	12
Moniteau	Jefferson City	717	356	396	1,611	930	68
Monroe	NA	141	39	73	239	148	8
Montgomery	NA	206	124	121	410	216	20
Morgan	NA	270	42	171	714	371	29
New Madrid	NA	174	113	87	274	152	10
Newton	Joplin	238	141	111	341	183	12
Nodaway	NA	252	299	184	699	373	12
Oregon	NA	62	33	45	100	45	3
Osage	Jefferson City	922	23	324	1,115	656	48
Ozark	NA	52	32	24	68	43	3
Pemiscot	NA	109	116	66	232	89	6
Perry	NA	105	35	92	387	220	7
Pettis	NA	318	202	234	858	451	19
Phelps	NA	494	624	326	1,164	759	45
Pike	NA	470	606	306	884	478	60
Platte	Kansas City	216	80	62	180	110	5
Polk	Springfield	157	87	85	312	205	6
Pulaski	NA	250	86	249	884	483	23
Putnam	NA	41	21	13	55	39	0

## Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Ralls	NA	205	16	81	252	151	12
Randolph	NA	387	539	328	1,053	562	38
Ray	Kansas City	121	56	78	226	102	5
Reynolds	NA	59	41	36	87	48	5
Ripley	NA	100	42	82	296	175	10
St. Charles	St. Louis	822	622	959	3,337	1,920	76
St. Clair	NA	56	35	14	26	16	1
Ste. Genevieve	NA	140	39	71	263	152	6
St. Francois	NA	1,930	2,444	1,399	5,537	2,904	134
St. Louis County	St. Louis	3,997	3,970	1,145	5,263	2,938	70
Saline	NA	725	705	234	833	532	26
Schuyler	NA	39	18	8	31	15	0
Scotland	NA	50	47	21	57	38	3
Scott	NA	590	504	380	1,570	785	35
Shannon	NA	110	43	30	122	83	9
Shelby	NA	89	32	27	79	52	3
Stoddard	NA	324	129	173	534	301	16
Stone	NA	102	52	77	248	134	10
Sullivan	NA	34	29	15	29	22	1
Taney	NA	163	156	125	434	216	6
Texas	NA	465	539	326	1,171	589	42
Vernon	NA	340	382	94	263	176	14
Warren	St. Louis	108	68	92	301	171	9
Washington	St. Louis	391	449	305	1,110	612	27
Wayne	NA	154	78	81	206	116	9
Webster	Springfield	246	236	224	861	475	27
Worth	NA	42	17	16	47	27	2
Wright	NA	178	62	123	440	249	18
St. Louis City	St. Louis	1,983	3,197	4,923	18,940	10,076	307
<b>State Sub Total</b>		<b>51,509</b>	<b>52,804</b>	<b>34,048</b>	<b>127,518</b>	<b>71,271</b>	<b>3,578</b>
Unknown		68	2	2,697	8,004	4,602	150
Out of State		1,200	23	226	959	551	22
<b>Total</b>		<b>52,777</b>	<b>52,829</b>	<b>36,971</b>	<b>136,481</b>	<b>76,424</b>	<b>3,750</b>

# Number of Missouri State Employees: A Comparison between FY10 and FY11

## Elected Officials and Non-UCP Agencies\*

Classified employees are those whose duties, responsibilities, qualifications and job titles are prepared, adopted, maintained and administered by the Division of Personnel under the authority of the Personnel Advisory Board for Uniform Classification and Pay (UCP) System agencies. The UCP System applies to employees in nine "merit system" agencies and four other executive branch "non-merit" agencies.

\*Data is for employees listed as >=50% and permanent in the SAM II HR Payroll System

Agency	FY 10 Count	FY 11 Count	Loss/Gain
Legislature	573	550	-23
Judiciary	3,341	3,237	-104
Public Defender	564	581	17
Governor	33	25	- 8
Lt. Governor	6	6	0
Secretary of State	256	240	-16
State Auditor	116	118	2
State Treasurer	47	47	0
Attorney General	350	323	- 27
Conservation	1,443	1,374	- 69
Elem & Sec Education**	1,832	1,804	- 28
Transportation	6,163	5,843	- 320
<b>TOTAL</b>	<b>14,724</b>	<b>14,148</b>	<b>- 576</b>

UCP Agencies	Classified				Unclassified				FY 11 Totals*	
	FY10	FY11	FY11 %	Loss or Gain	FY10	FY11	FY11%	Loss or Gain	Total Count	Loss or Gain
Office of Adm.	1,948	1,957	95.2%	9	88	95	4.6%	7	2,056	16
Agriculture	257	268	92.1%	11	26	23	7.9%	- 3	291	7
Insurance	271	263	52.1%	- 8	234	241	47.7%	7	505	0
Economic Dev.	870	788	88.6%	- 82	97	100	11.3%	3	889	- 79
Higher Education**	0	0	0.0%	0	64	60	100.0%	- 4	60	- 4
Health & Sr. Serv	1,589	1,541	97.1%	- 48	47	45	2.8%	- 2	1,588	- 50
Labor & Ind. Rel.	737	801	90.5%	64	85	84	9.5%	- 1	885	62
Mental Health	7,006	6,511	96.9%	- 495	180	170	2.5%	- 10	6,720	- 489
Natural Resources	1,423	1,407	95.9%	- 16	57	59	4.0%	2	1,467	- 15
Public Safety**	2,276	2,238	47.0%	- 38	2,466	2,488	52.2%	22	4,765	- 27
Revenue	1,252	1,246	93.1%	- 6	88	88	6.6%	0	1,338	- 5
Social Services	7,475	7,131	98.0%	- 344	133	138	1.9%	5	7,275	- 340
Corrections	10,872	10,646	98.2%	- 226	88	93	0.9%	5	10,842	- 224
<b>TOTALS</b>	<b>35,976</b>	<b>34,797</b>	<b>90.0%</b>	<b>- 1,179</b>	<b>3,653</b>	<b>3,684</b>	<b>9.5%</b>	<b>31</b>	<b>38,681</b>	<b>- 1,148</b>

\* The total count and percentages for some agencies are higher than their combined number and percentage of classified and unclassified employees because some employees were not designated as either classified or unclassified in the SAM II HR Payroll System.

\*\* The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol civilian employees are not converted to the UCP System.



# Age

The most common age of a state employee is 48

1,630 state employees are under 25

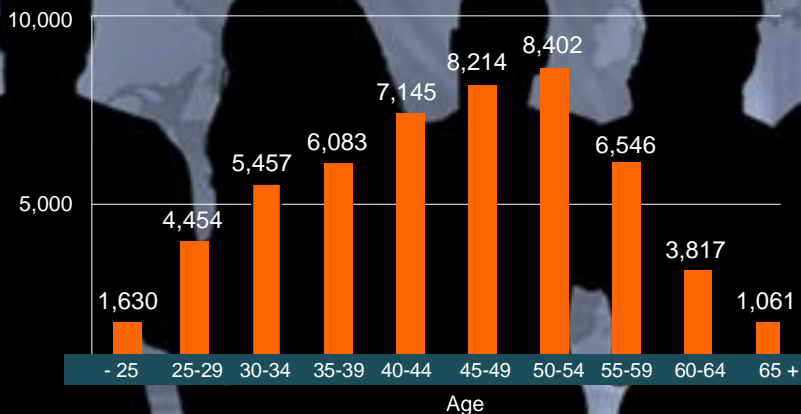
17,624 state employees are under 40

34,124 state employees are between 40 and 64

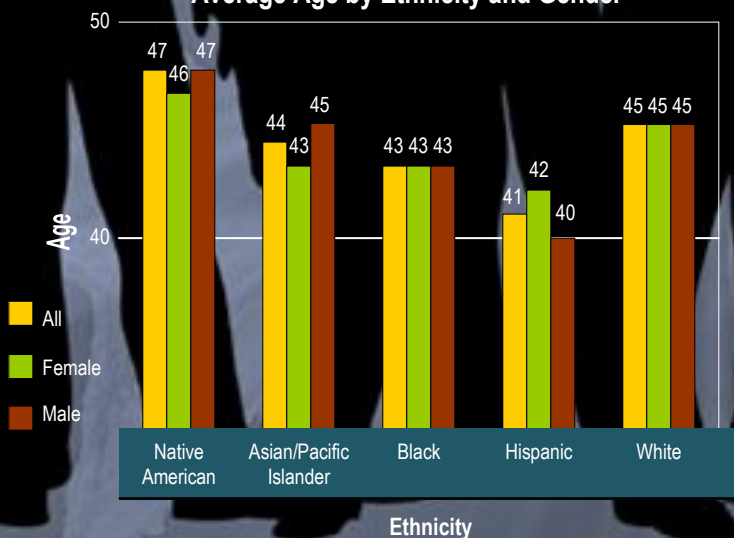
1,061 state employees are 65 and older

The average age of a male or female state employee is 45

**Age Distribution of Missouri State Employees**



**Average Age by Ethnicity and Gender**



Data based on total employee count of 52,829.  
20 employees had an invalid or missing birthdate in the SAM II HR Payroll System. Of those with valid birthdates, 106 employees had invalid or no ethnicity listed.

AGENCY/ OFFICE	Average Age Employees Begin State Service by Agency	Average Age of Employees by Agency
Legislature	36	46
Judiciary	36	47
Public Defender	33	42
Governor	30	42
Lt. Governor	37	44
Secretary of State	33	44
State Auditor	28	39
State Treasurer	31	42
Attorney General	35	43
Office of Administration	33	47
Agriculture	34	47
Insurance	33	44
Conservation	31	44
Economic Development	37	49
Elem & Sec Education	35	47
Higher Education	31	40
Health & Senior Services	35	47
Transportation	31	44
Labor & Industrial Relations	35	46
Mental Health	34	44
Natural Resources	33	46
Public Safety	33	43
Revenue	31	43
Social Services	33	44
Corrections	35	45

**On average, employees begin state service when they are 34 years old.**

**Note:** Entry age is calculated using the Leave Progression Start Date. Where the employee had a break in service, this date may not accurately reflect the actual date the employee entered state service.

**Average Age by Ethnicity**

**Native American = 47**

**Asian/Pacific Islander = 44**

**Black = 43**

**Hispanic = 41**

**White = 45**

# Ethnicity

2.1%  
Hispanic, Asian Pacific Islander  
and Native American Descent

11.3%  
Black

86.4%  
White

## Ethnicity by Agency\*

Agency	Employee Count	Native American	%	Asian/Pacific Islander	%	Black	%	Hispanic	%	White	%
Legislature	550	1	0.18%	1	0.18%	35	6.36%	1	0.18%	511	92.91%
Judiciary	3,237	2	0.06%	10	0.31%	302	9.33%	20	0.62%	2,871	88.69%
Public Defender	581	3	0.52%	9	1.55%	49	8.43%	5	0.86%	510	87.78%
Governor	25	0	0.00%	0	0.00%	1	4.00%	0	0.00%	24	96.00%
Lt. Governor	6	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	100.00%
Secretary of State	240	1	0.42%	5	2.08%	18	7.50%	1	0.42%	213	88.75%
State Auditor	118	1	0.85%	0	0.00%	11	9.32%	0	0.00%	106	89.83%
State Treasurer	47	0	0.00%	0	0.00%	2	4.26%	0	0.00%	45	95.74%
Attorney General	323	3	0.93%	2	0.62%	16	4.95%	2	0.62%	300	92.88%
Office of Adm	2,056	6	0.29%	39	1.90%	116	5.64%	5	0.24%	1,887	91.78%
Agriculture	291	1	0.34%	3	1.03%	9	3.09%	0	0.00%	278	95.53%
Insurance	505	1	0.20%	2	0.40%	26	5.15%	2	0.40%	474	93.86%
Conservation	1,374	7	0.51%	6	0.44%	39	2.84%	6	0.44%	1,316	95.78%
Economic Dev.	889	11	1.24%	13	1.46%	131	14.74%	4	0.45%	727	81.78%
Elem & Sec Edu	1,804	4	0.22%	13	0.72%	191	10.59%	13	0.72%	1,582	87.69%
Higher Education	60	0	0.00%	1	1.67%	5	8.33%	0	0.00%	54	90.00%
Health & Senior Ser	1,588	8	0.50%	17	1.07%	151	9.51%	12	0.76%	1,400	88.16%
Transportation	5,843	108	1.85%	29	0.50%	322	5.51%	62	1.06%	5,311	90.90%
Labor & Industrial Rel	885	4	0.45%	4	0.45%	85	9.60%	9	1.02%	783	88.47%
Mental Health	6,720	13	0.19%	91	1.35%	2,013	29.96%	58	0.86%	4,532	67.44%
Natural Resources	1,467	1	0.07%	18	1.23%	49	3.34%	8	0.55%	1,390	94.75%
Public Safety	4,765	27	0.57%	41	0.86%	421	8.84%	37	0.78%	4,237	88.92%
Revenue	1,338	7	0.52%	19	1.42%	66	4.93%	13	0.97%	1,233	92.15%
Social Services	7,275	27	0.37%	28	0.38%	1,267	17.42%	74	1.02%	5,869	80.67%
Corrections	10,842	25	0.23%	35	0.32%	666	6.14%	86	0.79%	10,008	92.31%
<b>TOTALS</b>	<b>52,829</b>	<b>261</b>	<b>0.49%</b>	<b>386</b>	<b>0.73%</b>	<b>5,991</b>	<b>11.34%</b>	<b>418</b>	<b>0.79%</b>	<b>45,667</b>	<b>86.44%</b>

\* 106 employees have unknown ethnicity designated in the SAM II HR Payroll System.

# Gender

Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	550	270	49.1%	280	50.9%
Judiciary	3,237	2,477	76.5%	760	23.5%
Public Defender	581	339	58.3%	242	41.7%
Governor	25	15	60.0%	10	40.0%
Lt. Governor	6	2	33.3%	4	66.7%
Secretary of State	240	166	69.2%	74	30.8%
State Auditor	118	69	58.5%	49	41.5%
State Treasurer	47	30	63.8%	17	36.2%
Attorney General	323	199	61.6%	124	38.4%
Office of Administration	2,056	724	35.2%	1,332	64.8%
Agriculture	291	119	40.9%	172	59.1%
Insurance	505	296	58.6%	209	41.4%
Conservation	1,374	320	23.3%	1,054	76.7%
Economic Development	889	542	61.0%	347	39.0%
Elem & Sec Education	1,804	1,475	81.8%	329	18.2%
Higher Education	60	47	78.3%	13	21.7%
Health & Senior Services	1,588	1,280	80.6%	308	19.4%
Transportation	5,843	1,189	20.4%	4,654	79.6%
Labor & Industrial Rel	885	606	68.5%	279	31.5%
Mental Health	6,720	4,790	71.3%	1,926	28.7%
Natural Resources	1,467	592	40.3%	875	59.7%
Public Safety	4,765	2,286	48.0%	2,477	52.0%
Revenue	1,338	974	72.8%	364	27.2%
Social Services	7,275	5,971	82.1%	1,303	17.9%
Corrections	10,842	4,428	40.9%	6,404	59.1%
<b>TOTALS</b>	<b>52,829</b>	<b>29,206</b>		<b>23,606</b>	
<b>PERCENTAGES</b>		<b>55%</b>		<b>45%</b>	

## Notes:

The employee count includes full-time ( $\geq 50\%$  FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System.  
 17 employees had no gender data entered in the SAM II HR/Payroll System.



# Length of State Service

The average length of service on:

**6/30/11** was 11 years and 7 months.

**6/30/10** was 11 years and 4 months

**6/30/09** was 10 years and 11 months.

**6/30/08** was 10 years and 10 months.

**6/30/07** was 10 years and 10 months.

Approximately **29%** of the workforce has been employed with the state less than **5 years**

## Average Years/Months of Service for Executive Branch Agencies

Year/Month

Office of Administration	14/03
Agriculture	13/02
Insurance	11/09
Conservation	13/01
Economic Development	12/06
Elem & Sec Education	12/03
Higher Education	9/01
Health & Sr. Services	13/01
Transportation	13/06
Labor & Ind Relations	11/07
Mental Health	10/09
Natural Resources	13/04
Public Safety	10/06
Revenue	13/01
Social Services	11/07
Corrections	10/01

## Comparison of Years of Service Categories

Years of Service	Employee Count by Year				
	2007	2008	2009	2010	2011
<1 Year	4,494	4,505	4,239	2,595	3,199
1 – 4 Years	11,213	11,387	12,072	12,021	10,539
5 – 9 Years	11,884	11,343	10,778	10,431	9,664
10 – 14 Years	8,522	8,809	9,081	9,092	9,267
15 – 19 Years	5,804	5,890	5,911	6,018	6,298
20 + Years	8,588	8,632	8,871	9,110	8,735

Service data based on the following employee totals:

06/30/07 – 50,506  
 06/30/08 – 50,566  
 06/30/09 – 50,952  
 06/30/10 – 49,267  
 06/30/11 – 47,702

Data was counted for EXECUTIVE BRANCH full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System

# Classification and Pay Systems

## Uniform Classification and Pay

The majority of employees in Executive Branch agencies are under the Uniform Classification and Pay (UCP) System. The UCP System was established under Chapter 36, RSMo, and is under the direction of the Office of Administration, Director of Personnel and the Personnel Advisory Board.

The UCP System provides for a coordinated classification and compensation policy, which promotes consistent compensation practices among participating state departments. A majority of state agencies are already part of the UCP System.

## Exclusions

Employees in the Departments of Conservation, some employees of Elementary and Secondary Education, Transportation and state colleges and universities, as well as uniformed members of the Highway Patrol are not part of the UCP System. Members and employees of the Legislative and Judicial Branches and other elected officials are also excluded from the UCP System.

Uniform Classification and Pay System (UCP)		
Merit System Agencies	Non-Merit System Agencies	Non-Merit & Non-UCP <sup>3</sup>
Office of Administration Department of Corrections Department of Health and Senior Services Department of Mental Health Department of Natural Resources Department of Social Services  Department of Economic Development Housing Development Commission Public Counsel Tourism Workforce Development  Department of Labor and Industrial Relations Administration Operations Employment Security Labor Standards (partially Merit) Fraud & Non-compliance Unit (Division of Workers Compensation) Department of Public Safety Adjutant General (SEMA) Capitol Police Veterans' Commission	Department of Agriculture Department of Elementary and Secondary Education <sup>1 and 2</sup> Department of Higher Education (Coordinating Board only) <sup>1</sup> Department of Insurance, Financial Institutions and Professional Registration Department of Revenue Lottery Commission State Tax Commission Department of Economic Development Administrative Services Arts Council Business & Community Services Public Service Commission Women's Council  Department of Labor & Industrial Relations Commission on Human Rights Labor & Industrial Relations Commission Workers Compensation Department of Public Safety Adjutant General (National Guard) Fire Safety Gaming Commission Alcohol & Tobacco Control Office of Director MSHP Civilian Employees <sup>1</sup>	Office of Administration Ethics Commission Department of Conservation Department of Elementary and Secondary Education <sup>2</sup> Department of Transportation Department of Insurance, Financial Institutions and Professional Registration Financial Examiners Market Conduct Examiners Division of Finance Division of Credit Unions  Department of Public Safety MSHP Uniformed Members  <b>Non-Executive Branch</b> Elected Officials Legislative Branch Judicial Branch State Public Defender State Colleges & Universities
Functions and Services Provided by the Division of Personnel		
Certification, Selection, Appointment, Probation, Classification and Pay Hours of Work, Overtime, Leave  Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination Separation, Suspension, MAIRS, EASe, PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance Management Consultation	Classification and Pay Hours of Work, Overtime, Leave  Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination  PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance Management Consultation	Hours of Work, Overtime, Leave  Mgmt & Supervisory Training Labor Relations Coordination  SAM II HR/Payroll Table Maintenance, Reporting and Assistance


<sup>1</sup> The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol Civilian employees are not converted to the UCP System.

<sup>2</sup> Attorney General's Opinion #120-91 indicates that constitutional provisions exempt "professional" employees from UCP coverage.

<sup>3</sup> Hours of Work, Overtime and Leave apply to Executive Branch agencies. Non-executive agencies for the most part follow suit. Provisions on Hours of Work, Overtime, Leave and Appeals of Dismissal do not apply to colleges and universities.

# Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2011



Agency and Employee Count		\$5000- \$19999	\$20000- \$29999	\$30000- \$39999	\$40000- \$49999	\$50000- \$59999	\$60000- \$69999	\$70000- \$79999	\$80000- \$89999	\$90000- \$99999	Greater Than \$100000
Legislature	521	4	84	262	78	46	27	8	11	1	0
Judiciary	3,016	0	1,342	631	210	358	54	8	5	1	407
Public Defender	572	1	128	93	161	2	164	8	8	3	4
Governor	25	0	3	4	2	2	4	2	0	2	6
Lt. Governor	6	0	0	1	0	0	3	1	1	0	0
Secretary of State	236	0	89	85	30	13	7	6	2	3	1
State Auditor	118	0	5	22	38	16	17	8	9	1	2
State Treasurer	44	0	14	11	9	3	1	0	4	1	1
Attorney General	316	0	65	59	84	34	26	25	6	9	8
Office of Administration	2,040	1	411	578	511	312	146	50	9	14	8
Agriculture	282	0	36	157	47	23	9	2	8	0	0
Insurance	492	0	125	109	64	45	48	55	32	8	6
Conservation	1,370	0	279	448	349	176	82	22	8	5	1
Economic Development	885	0	229	241	203	99	63	20	11	9	10
Elem & Sec Education	964	0	183	273	362	86	40	10	0	8	2
Higher Education	60	0	8	32	8	5	2	3	0	1	1
Health & Senior Services	1,575	0	289	516	470	209	47	29	10	2	3
Transportation	5,796	1	782	2,526	1,367	686	238	115	40	28	14
Labor & Industrial Relations	876	0	251	374	111	72	19	4	5	25	15
Mental Health	6,576	185	4,053	1,130	551	364	153	51	29	12	48
Natural Resources	1,422	0	322	416	460	148	40	21	10	2	3
Public Safety	4,653	132	1,566	1,085	735	472	314	217	88	35	9
Revenue	1,328	0	763	289	137	74	43	10	6	1	5
Social Services	7,192	0	3,175	3,251	591	90	39	18	14	6	8
Corrections	10,733	0	6,179	3,799	618	83	29	14	8	1	2
<b>Employees by Salary Level</b>		<b>323</b>	<b>20,381</b>	<b>16,392</b>	<b>7,196</b>	<b>3,418</b>	<b>1,615</b>	<b>707</b>	<b>324</b>	<b>178</b>	<b>564</b>
<b>% of Employees by Salary Level</b>		<b>0.6%</b>	<b>39.9%</b>	<b>32.1%</b>	<b>14.1%</b>	<b>6.7%</b>	<b>3.2%</b>	<b>1.4%</b>	<b>0.6%</b>	<b>0.3%</b>	<b>1.1%</b>
<b>Cumulative Totals by Salary Level</b>		<b>323</b>	<b>20,704</b>	<b>37,096</b>	<b>44,292</b>	<b>47,710</b>	<b>49,325</b>	<b>50,032</b>	<b>50,356</b>	<b>50,534</b>	<b>51,098</b>
<b>Cumulative % by Salary Level</b>		<b>0.6%</b>	<b>40.5%</b>	<b>72.6%</b>	<b>86.7%</b>	<b>93.4%</b>	<b>96.5%</b>	<b>97.9%</b>	<b>98.6%</b>	<b>98.9%</b>	<b>100.0%</b>

Based on full-time (100% FTE), salaried, permanent employees.



# Executive Branch Turnover by Agency

Agency	Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Reasons for Leaving Employment				
					Resigned Agency (*)	Resigned State (**)	Dismissals	Retirement	Other
Office of Administration	2,041	12.3%	5.4%	252	41	69	25	105	12
Agriculture	288	12.2%	5.6%	35	1	15	6	12	1
Insurance	504	13.7%	9.1%	69	17	29	8	13	2
Conservation	1,363	12.0%	2.2%	163	30	0	5	120	8
Economic Development	905	17.1%	7.2%	155	17	48	8	35	47
Elem & Sec Education	1,813	11.0%	5.0%	200	68	22	14	78	18
Higher Education	62	21.1%	17.9%	13	7	4	1	1	0
Health & Senior Services	1,608	16.7%	8.8%	268	33	109	26	58	42
Transportation	5,996	7.5%	2.2%	448	6	127	66	194	55
Labor & Ind. Relations	853	14.7%	7.5%	125	19	45	21	36	4
Mental Health	6,958	22.1%	12.1%	1,536	447	392	291	281	125
Natural Resources	1,472	11.5%	5.5%	169	70	11	2	55	31
Public Safety	4,794	20.6%	11.4%	986	208	338	300	121	19
Revenue	1,342	13.3%	7.4%	179	28	71	23	48	9
Social Services	7,432	16.0%	11.1%	1,186	169	655	59	253	50
Corrections	10,936	11.1%	6.9%	1,214	59	700	155	285	15
<b>TOTALS</b>	<b>48,362</b>	<b>14.5%</b>	<b>8.0%</b>	<b>6,998</b>	<b>1,220</b>	<b>2,635</b>	<b>1,010</b>	<b>1,695</b>	<b>438</b>
<b>Percent Turnover by Reason</b>					<b>2.5%</b>	<b>5.4%</b>	<b>2.1%</b>	<b>3.5%</b>	<b>0.9%</b>

(\*) "Resigned Agency" indicates the employee resigned from one agency and was employed by another agency.

(\*\*) "Resigned State" indicates the employee resigned from state government entirely.

These two columns represent "voluntary" turnover for the state.

"Other" indicates such separation reasons as End of Appointment, End of Term, Layoff, Deceased, etc.

Personnel Actions designating the "Reasons for Leaving Employment" were counted for the period July 1, 2010 through June 30, 2011. Data was counted for full-time ( $\geq 50\%$  FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System.

# Retirements

## Employees Eligible for Retirement by Agency and Year

Source: Missouri State Employees Retirement System (MOSERS) and MoDOT (Transportation) and Patrol Employees Retirement System (MPERS)

Agency	Year Eligible for Retirement					Total	% Total Ees	% Agency
	2011*	2012	2013	2014	2015			
Corrections	1001	311	354	412	391	2,469	4.7%	22.8%
Social Services	823	233	230	237	219	1,742	3.3%	23.9%
Revenue	174	57	48	62	53	394	0.7%	29.4%
Public Safety	216	69	67	76	74	502	1.0%	10.5%
Natural Resources	234	50	55	54	69	462	0.9%	31.5%
Mental Health	687	252	276	246	269	1,730	3.3%	25.7%
Labor and Industrial Relations	121	24	24	44	35	248	0.5%	28.0%
Health and Senior Services	226	81	67	64	71	509	1.0%	32.1%
Higher Education	3	2	1	2	0	8	0.0%	13.3%
Elementary and Secondary Education	273	77	77	83	64	574	1.1%	31.8%
Economic Development	173	46	28	49	44	340	0.6%	38.2%
Conservation	140	43	58	54	57	352	0.7%	25.6%
Insurance	54	20	19	17	21	131	0.2%	25.9%
Agriculture	41	14	18	15	12	100	0.2%	34.4%
Office of Administration	293	92	83	72	89	629	1.2%	30.6%
Attorney General	19	7	15	9	7	57	0.1%	17.6%
State Treasurer	3	2	2	1	1	9	0.0%	19.1%
State Auditor	9	6	4	2	3	24	0.1%	20.3%
Secretary of State	27	7	11	14	6	65	0.0%	27.1%
Lt. Governor	0	0	0	0	0	0	0.0%	0.0%
Governor	1	1	1	0	5	8	0.2%	32.0%
Public Defender	47	18	8	14	22	109	1.6%	18.8%
Judiciary	401	97	94	107	134	833	0.3%	25.7%
Legislature	75	22	23	13	16	149	0.3%	27.1%
<b>MOSERS Total</b>	<b>5,041</b>	<b>1,531</b>	<b>1,563</b>	<b>1,647</b>	<b>1,662</b>	<b>11,444</b>	<b>21.7</b>	
<b>MPERS Total</b>	<b>728</b>	<b>301</b>	<b>285</b>	<b>311</b>	<b>278</b>	<b>1,903</b>	<b>3.6</b>	
<b>Grand Total</b>	<b>5,769</b>	<b>1,832</b>	<b>1,848</b>	<b>1,958</b>	<b>1,940</b>	<b>13,347</b>	<b>25.3</b>	

\*Data includes active employees eligible to retire on June 30, 2011. Many of these employees were previously eligible to retire.

Approximately  
23,241 state  
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organizations

## Labor Relations

At the end of FY11, approximately 23,241 state employees (40% of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by one of 12 different bargaining units in which they share a community of interest with the other employees within their bargaining unit. The distribution of these bargaining units along with the number and percent of union members and non-members is listed below.

### Distribution of Union Representation and Membership

Labor Organization*	Bargaining Unit	Total Represented Employees	Number of Members % of Total Represented Employees	Number of Non-Members % of Total Represented Employees
AFSCME	Patient Care Support	4,206	1,358 (32%)	2,848 (68%)
AFSCME	Craft and Maintenance	2,194	259 (12%)	1,935 (88%)
SEIU	Probation and Parole Officers	1,239	213 (17%)	1,026 (83%)
SEIU	Patient Care Professional	929	51 (05%)	878 (95%)
SEIU	Probation and Parole Assistants	239	35 (15%)	204 (85%)
CWA	Social Services	5,659	901 (16%)	4,758 (84%)
CWA	Health & Senior Services	466	37 (08%)	429 (92%)
MOCOA	Corrections Officers	5,350	2,502 (47%)	2,848 (53%)
MONA	Mental Health/ Registered Nurses	355	19 (05%)	336 (95%)
IAFF	Firefighters (Adjutant General)	26	14 (54%)	12 (46%)
IUOE	Operating Engineers Transportation	2,168	54 (02%)	2,114 (98%)
MFT	Elementary & Secondary Education	410	3 (01%)	407 (99%)
TOTAL		23,241	5,446 (23%)	17,795 (77%)

\* Labor Organizations:

AFSCME: The American Federation of State, County and Municipal Employees, Council 72 (AFL-CIO affiliated)

SEIU: Service Employees International Union, Local 2000

CWA: Communication Workers of America, Local 6355 (AFL-CIO affiliated)

MOCOA: Missouri Corrections Officers Association

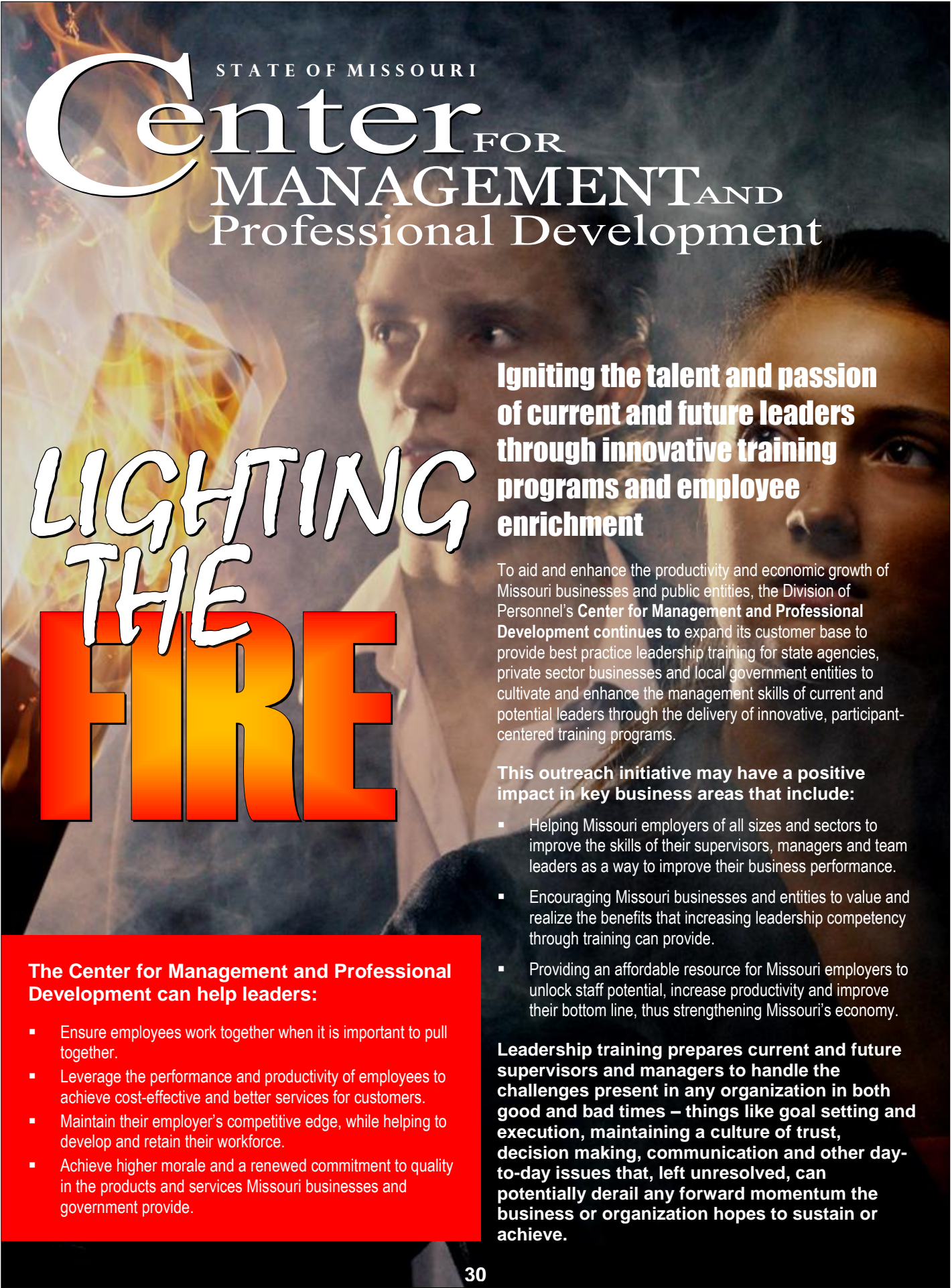
MONA: Missouri Nurses Association (AFL-CIO affiliated)

IAFF: International Association of Firefighters (AFL-CIO affiliated)

IUOE: International Union of Operating Engineers (AFL-CIO affiliated)

MFT: Missouri Federation of Teachers (AFL-CIO affiliated)





# STATE OF MISSOURI Center FOR MANAGEMENT AND Professional Development

## LIGHTING THE FIRE

### **Igniting the talent and passion of current and future leaders through innovative training programs and employee enrichment**

To aid and enhance the productivity and economic growth of Missouri businesses and public entities, the Division of Personnel's **Center for Management and Professional Development** continues to expand its customer base to provide best practice leadership training for state agencies, private sector businesses and local government entities to cultivate and enhance the management skills of current and potential leaders through the delivery of innovative, participant-centered training programs.

#### **This outreach initiative may have a positive impact in key business areas that include:**

- Helping Missouri employers of all sizes and sectors to improve the skills of their supervisors, managers and team leaders as a way to improve their business performance.
- Encouraging Missouri businesses and entities to value and realize the benefits that increasing leadership competency through training can provide.
- Providing an affordable resource for Missouri employers to unlock staff potential, increase productivity and improve their bottom line, thus strengthening Missouri's economy.

#### **The Center for Management and Professional Development can help leaders:**

- Ensure employees work together when it is important to pull together.
- Leverage the performance and productivity of employees to achieve cost-effective and better services for customers.
- Maintain their employer's competitive edge, while helping to develop and retain their workforce.
- Achieve higher morale and a renewed commitment to quality in the products and services Missouri businesses and government provide.

**Leadership training prepares current and future supervisors and managers to handle the challenges present in any organization in both good and bad times – things like goal setting and execution, maintaining a culture of trust, decision making, communication and other day-to-day issues that, left unresolved, can potentially derail any forward momentum the business or organization hopes to sustain or achieve.**

# Training in FY11

Through the Center's website and its Foundations Training Calendar published each quarter, the Center offered a diverse selection of training programs to current and future leaders using best practice leadership strategies from training partners such as FranklinCovey, the Center for Leadership Studies, Achieve Global, Development Dimensions International (DDI), the University of Missouri, and other contracted trainers.

The Center also continued to use online learning strategies to reach employees in a more efficient and cost effective manner. While traditional classroom programs were preferred by many participants, the practical aspects of webinars and other online venues continued to gain momentum. The Center provided *LiveClicks* webinars powered by FranklinCovey content and conducted by Center trainers – and pioneered their own *Advantage* brand webinars to increase the number of webinar options for customers.



As a companion to live workshops and webinars, the Center encouraged the use of *MyQuickCoach* – an online coaching system that brings on-demand business and leadership advice from a variety of respected “thought leaders” directly to a computer desktop. MyQuickCoach provides over 1,500 “smartbytes,” each 5 – 7 minutes in length on a variety of leadership and professional development topics that can be shared with other team members via email (even if they are not MyQuickCoach users). To promote the system and provide continuous learning to Center customers, periodic “smartbytes” are sent throughout the year to individuals included in the Center's online distribution list.

The further executive level development, the Center continued to sponsor membership to the **Institute for Management Studies (IMS)**, an international educational and professional development organization offering programs each month in Kansas City and St. Louis conducted by leading practitioners and authorities in the area of management.

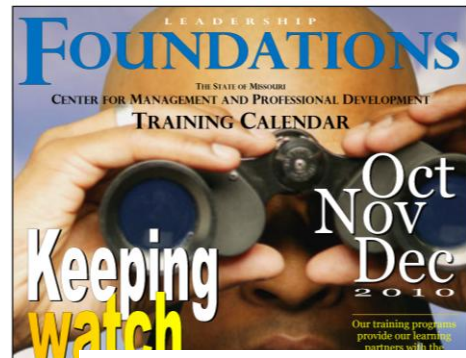
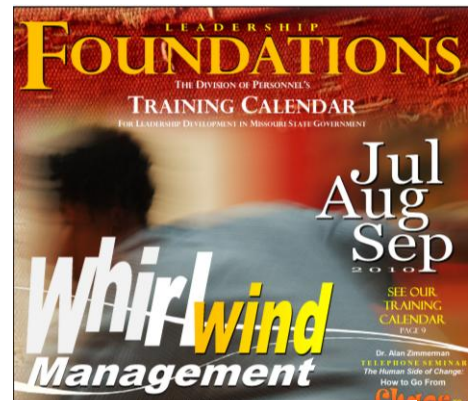


In partnership with Missouri State University, the Center supported the state's **Certified Public Manager (CPM)** program. The CPM program helps to refine and improve the management skills of both **emerging leaders** and **existing supervisors and managers** so that they can confidently provide the highest possible service to Missouri citizens in today's dynamic public management environment.

To compliment all training programs, the Center continued to publish its on-line magazine named **Solutions**, which disseminates practical information to help managers develop the best in themselves and in those who work with and for them. *Solutions* is published quarterly in PDF format at [www.training.oa.mo.gov/Solutions.pdf](http://www.training.oa.mo.gov/Solutions.pdf).

In FY11, the Center offered **132** training programs attended by **1,907** supervisors and managers.

The Center offers over **60** distinct programs designed to develop specific supervisory and managerial competencies. For a complete list and description of each program, visit [www.training.oa.mo.gov](http://www.training.oa.mo.gov)





# Agency Training Reports

## The Management Training Rule

Chapter 36 prescribes that the Division of Personnel will develop, initiate and implement a central training program for executive, managerial and supervisory development in Missouri state government.

The Management Training Rule (1 CSR 20-6.010) establishes guidelines and standards for training management and supervisory staff in state government (other than elective offices and institutions of higher learning). The Rule affirms that the professional development of supervisors and managers is of paramount importance to the continuous improvement of individuals and agencies. The Rule requires a new supervisor or manager to complete a minimum of 40 hours of training within his or her first year in the position; and thereafter at least 16 hours of continuing competency-based training each year. The Rule provides a framework for developing and maintaining 24 specific leadership competencies consistent with the mission of each department and specific job responsibilities of each employee.

Each year, the Division of Personnel requests state agencies to provide information about the development of their managers and supervisors to include in this report. The following information reflects data received from Executive Branch agencies that responded to our request. It should be noted that all state agencies, regardless of their inclusion in this report strive to provide training for managers and supervisors (and employees in general) throughout the year.

## Agriculture

In FY11, 100% of the Department's managers and supervisors were compliant with the Management Training Rule. The Department provides access to on-line training programs that are cost effective and allows employees to receive training when it fits their work schedule. Employees also have the opportunity to participate in training provided by the Office of Administration, other professional organizations, and conferences as resources allow. During FY12, the Department will strive to enhance training opportunities for all employees in accordance with state training guidelines.

## Conservation

Learning opportunities consistent with the Management Training Rule are available throughout the year for all Department employees using a blend of in-house and external training sources. The Department's newly reformed Professional Development Academy is providing compliance training, such as Diversity and Harassment Prevention, professional development training that includes supervisory and management courses, and various technical training, such as safety courses.

## Corrections

In FY11, 82% of newly promoted supervisors and managers and 75% of tenured supervisors and managers complied with the Management Training Rule. Regional Management Trainers presented 254 courses attended by 4,633 participants. In addition, many managers attended outside programs presented by OA and other organizations. During FY11, the Department partnered with the National Institute of Corrections (NIC) to deliver a "Correctional Leadership Development" program; and delivered several webinars titled "Unleash Your Leadership Competency Potential" in conjunction with NIC staff. A new curriculum on the ADA and Basic Supervision was also implemented—and a pilot program titled "Utilizing Training as a Strategic Management Tool" was also conducted.

## Economic Development

During FY11, 88% of the Department's managers and supervisors complied with the Management Training Rule. As part of its training effort, the Department created a web-based PowerPoint Diversity and Discriminatory Harassment program that includes a post-test employees are required to complete. Web-based training minimizes the impact to Career Centers by eliminating staff travel.

## Elementary and Secondary Education

In FY11 54.2% of the Department's managers and supervisors were compliant with the Management Training Rule. The Department is moving toward "training on demand" webinar's with content on Preventing Sexual Harassment, Employee Orientation, Stress Management, and Time Management. Focus has been placed on accountability, customer service, decisiveness, financial management, flexibility, planning, problem solving, and team work and will continue into FY12. The Department will also continue to work with the Division of Personnel's Center for Management and Professional Development for various other training opportunities that include but are not limited to Diversity, Leadership, and Supervisory Skills.

## Health and Senior Services

In FY11, the Department's training unit conducted 125 instructor-lead courses for 1869 participants. A greater effort was made to take training to staff in field offices. The Department's records indicate that supervisors and managers generally met or exceeded the requirements of the Management Training Rule. The Department continued to focus on eLearning, providing new courses as well as increasing capacity for in-house development. In FY12, the Department will occasionally partner with the Department of Corrections to participate in or host eLearning programs.

## Higher Education

In FY11, 50% of the Department's managers and supervisors complied with the Management Training Rule.



## Agency Training Reports – Continued

### Insurance, Financial Institutions & Professional Registration

In FY11, 85% of all managers and supervisors complied with the Management Training Rule. In FY12, the Department will continue to encourage the use of on-line web-based training tools for all staff, and encourage newer managers to take a core group of supervisor trainings offered by the Division of Personnel. Diversity and Sexual Harassment prevention training will be presented to all staff as part of the Department's annual review process.

### Mental Health

The Department continues to advance the use of electronic training and tracking through an eLearning platform. All employees have access to eLearning and have eLearning accounts. The online training format enables staff to participate in multiple training classes with limited time away from their primary work responsibilities. Post-tests require employees to demonstrate understanding and application of course content, thereby providing an effectiveness measure. As best practices evolve, training materials can be updated and revised with little turnaround time. Assignment of courses to targeted staff can be done automatically and supervisors can track employee progress in completing the courses. In addition, eLearning accounts have been extended to some outside service providers to provide consistency in information.

### Natural Resources

In FY11, 88% of the Department's supervisors and managers were in compliance with the Management Training Rule. The Department offered several classes, including computer based training to meet budget constraints; and continued its Leadership Ladder Program to provide leadership training to potential managers and supervisors. The Department also launched a New Employee Portal (website) designed to introduce and acclimate employees to the Department—and supplements the classroom New Employee Orientation program. Supervisors also viewed "Onboarding and NEO: How to for Supervisors" that provides checklists and recommendations for onboarding new employees. In FY12, the Department will continue to encourage supervisors to take an active role in working towards their own learning and professional development to help the Department accomplish its mission.

### Office of Administration

In FY11, as a result of limited training budgets, professional accreditations figured prominently in continued learning efforts. Agency employees obtained training through various means, including classroom instruction, conferences and online learning. In FY12, the Agency will focus on providing required Diversity and Unlawful Discrimination training for all staff; and devote resources to determining appropriate "training paths" for supervisors and managers.

### Public Safety

#### *Missouri Gaming Commission:*

In FY11, 93% of management personnel met or exceeded Management Training Rule requirements via a total of 3055 contact hours of specialized instruction. Each year, the Commission presents 80 hours of gaming-related technical training for new Highway Patrol Gaming Division members and civilian regulatory agents, augmented with programs in criminal, financial, regulatory and background investigative techniques; computer technology and network security. Professional development is also provided for technical, legal, law enforcement, audit, and financial staff members. In FY12, the Commission's goal will be to train regulatory staff to proactively adapt to the evolving technologies and business models of the casino and charitable gaming industries.

#### *Missouri Veterans Commission*

In FY11, 92% of supervisors and managers complied with the Management Training Rule. During FY11, the Commission began the implementation of Basic Supervisor/Leadership core training sets that include: Supervisory Liability, Documentation, Corrective/Disciplinary Actions, FMLA/ADA, Interviewing Skills, Missouri Merit System, Labor Relations, Addressing Difficult Employees, Team Building, Conflict Resolution, Managing Performance Problems, and Media Relations. The Commission also implemented the first phase of an e-learning system this past year for needs-based training for their direct care staff.

### Revenue

In FY11, the Department achieved 99.5% Management Training Rule compliance for all managers and supervisors required to earn 16 hours, and achieved 100% compliance for all new supervisors. The Department continued to offer flexible training opportunities to minimize travel and related expenses while providing training to 1,446 participants. New programs on Motivation and Process Improvement were also implemented. New training initiatives for FY12 include Confidentiality; Harassment and Diversity;

### Revenue (continued)

refresher training in video format for Sunshine Law requests; and posting informational videos to the Department's Internet website.

### Lottery

In FY11, 91% of managers and supervisors were in compliance with the Management Training Rule, with each manager and supervisor completing an average of 30 hours of learning—primarily in the areas of: Customer Service, Computer Literacy, Planning, Problem Solving, Strategic Thinking, and Technical Knowledge. Technical Knowledge was acquired via a variety of courses, e.g., Robbery Prevention, Selling Techniques, Order Management and Project Management. In addition, some managers/supervisors also completed First Aid and CPR re-certification training.

### Social Services

In FY11 the Department achieved 98.6% compliance for the 40 hour Training Rule requirement and 91.3% compliance with the 16 hour requirement. Department trainers provided more than 530 classes in over 73 staff development subject areas. Civil Rights and Diversity training was provided to new staff and existing staff that were due to attend the class as required every three years. The Department continues to utilize its Employee Learning Center to track and monitor training and distribute administrative manual policy updates. In FY12, the department will focus on offering a wide selection of staff development classes such as mentoring, employee retention, clinical supervision learning labs, interviewing skills, and professionalism in the workplace.

### Transportation

In FY11, 98% of supervisory staff met the requirements of the Management Training Rule. During the same period, the Department's workforce averaged 28 hours of training per employee. Supervisors averaged 53.3 hours of training while non supervisors averaged 22.5 hours. The Department will continue training employees at all levels using a blend of in-house and vendor provided instruction. Training will continue with a 40-hour curriculum for new supervisors and a 96-hour curriculum for middle managers. In FY12, the supervisor curriculum for team-lead employees will focus on Maintenance Crew Leaders, who will be assuming more duties as a result of organizational restructuring. The Department will provide technical training for maintenance personnel, technology training, safety programs, and will manage and track training via its web-based Learning Management System.

# Recognition Programs

In addition to the new In the Spotlight program highlighted on page 10, the Division of Personnel through the Center for Management and Professional Development (Center) proudly sponsors and coordinates four other recognition programs designed to recognize and reward the creativity, ingenuity and dedication of state employees.

## STATE EMPLOYEE OF THE MONTH

Each month, all departments and offices of elected officials may submit the name of their winning Department/Agency Employee of the Month for State Employee of the Month consideration. Nominations are voted upon by a selection committee comprised of members of the **State Training Advisory Council (STAC)**. Each State Employee of the Month is typically honored during a ceremony held in the Governor's Office where he or she is presented with an engraved plaque in recognition of their extraordinary service.

## THE GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

The Governor's Award for Quality and Productivity (GAQP) is an annual award designed to recognize outstanding accomplishments of state government employee work teams. As part of a continuous process to improve government efficiencies, the GAQP may recognize winning teams in four major categories: Customer Service; Efficiency and Process Improvement; Innovation, and Technology in Government. The goal: to establish clear winners that can serve as a statewide model of efficiency, quality, and effectiveness. A selection committee comprised of state executives evaluates each nomination and selects one winning team for each category. The committee recommends their choices for winning teams to the Governor for final approval. In 2010, the selection process was revised to create a new Pinnacle Award – given, if in the opinion of the selection committee, one nomination encompasses multiple award categories, or exceeds all other nominations. In FY11, a recognition ceremony for GAQP winners was held in the Capitol Rotunda where awards were presented to winning agencies and team members.

## MoRE State Employee Suggestion Program

The Missouri Relies on Everyone (MoRE) State Employee Suggestion Program provides state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost, generate revenue, and improve work processes. The program also provides a way to recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions. An online tracking system initiated by the Center allows decentralization of the review and award process of employee suggestions to each state agency. During FY11, approximately 80 suggestions were submitted to state agencies for review. One suggestion was held for further review. Four suggestions received monetary awards totaling \$375.00. Other suggestions received Certificates of Recognition.

## STATE EMPLOYEE RECOGNITION WEEK

Missouri State Employee Recognition Week was celebrated May 23 – 27, 2011. The week is set aside to give state agencies the opportunity to voice their appreciation to state employees for their dedication to public service. In addition, it serves as an education and community outreach vehicle to inform the public about the broad variety of services provided by state employees. In conjunction with this week, a special Employee Recognition Day event was held on May 26 in the Truman State Office Building. The event was coordinated by the Division of Personnel and attended by approximately 4,500 state employees. Over 90 vendors comprised of state agencies, local merchants; and staff from the WeSave Employee Discount Program participated. During this special week, Governor Jay Nixon also recognized selected state employees for their local, state, national, or international achievement and valor with an Employee Award of Distinction.



**Photos from top to bottom:**  
Governor Jay Nixon presents Roger Moore, Dept. of Natural Resources, with the Missouri State Employee Award of Distinction in the Heroism category.  
Keven Nance, Dept. of Health and Senior Services performs our National Anthem; and Kelvin Simmons, Commissioner of the Office of Administration, gives remarks recognizing the work and dedication of state employees during State Employee Recognition Day.  
Missouri State Treasurer Clint Zweifel and OA Deputy Commissioner/General Counsel Renee Slusher pose with the GAQP Unclaimed Property Online Claim Development and Implementation Team.  
Governor and First Lady Georganne Nixon with August State Employee of the Month, Matt Ferguson from the Dept. of Mental Health.

